



Every woman deserves
respect and support

Conduct Agreement

At Leeds Women's Aid (LWA), our behaviours support our purpose and create our culture, which in turn drives innovation and growth.

This is what we have agreed: **YOU, ME & EVERYONE:**

Why do we do what we do? Because we believe:

- All women & children should live in safety, free from abuse & fear
- Every woman & child has a voice & should be empowered, inspired & listened to
- Women centred support is powerful & improves the lives of women, men & children

How we do this is driven by our values:

Our "Values" reflect our organisation's views; they are the principles, standards & qualities that tell the story about the way in which we conduct our work.

Be Exceptional

We are experts in our field & proud of having a women-centred approach
We are pioneers & leaders, striving to perform & innovate

Be Courageous

We are honest, inventive & have the integrity to challenge perceptions & practice
We are encouraging & empowering of each other to be courageous & brave

Be Inclusive

We are diverse, welcoming, approachable & inclusive in as employers, service providers & people
We promote unity, fairness & respect

Be Inspirational

We are proud of our creativity & how we motivate, listen, empower & support each other
We are encouraging & lead by example to achieve the best

Be Responsive

We are collaborative, aware, compassionate & sensitive
We adapt our approach to meet changing needs

The Behaviours that create our Culture

Our “Culture” is a set of basic assumptions that we all share, these are ‘norms’ that control the way people interact with each other and others or put in a different way, “the way we do things here”.

These behaviours apply to everyone, irrespective of position or seniority. Structural hierarchy represents the division of work and skills, **not** the division of people.

We not only agree to uphold professional ethical standards but will go further in our commitment to hold ourselves accountable to maintaining behaviours that seek to create safe and respectful culture which help to prevent incidences of workplace bullying. Our key principles are:

Challenge and support each other to **be exceptional** by being curious about different ways of doing things, thinking beyond our roles, and embracing learning and development in all its forms.

Be courageous enough to demonstrate humility and vulnerability, and to approach failure with curiosity rather than criticism.

We welcome, accept and include everyone based on inherent worth and value, enabling divergent thinking in an **inclusive** environment.

We believe that everyone has the potential to **be inspirational** both in what they do, and the way they do it.

Through our compassionate lens, we find solutions by **being responsive**, agile and adaptable.

To support these principles, we:

- model behaviours with integrity, both inside and outside of work, ensuring that our behaviours match our values at all times
- all take responsibility for our own behaviours
- take time to be curious and learn about each other, our authentic selves. We are more than our work
- share our workstyle and communication preferences
- recognise the power of divergent thinking
- share our roles, our capabilities, our mistakes, our successes and learn from each other
- engage fully and mindfully with our colleagues
- are courageous enough to demonstrate humility and vulnerability when needed
- commit to being willing to challenge behaviours that do not meet these standards
- trust that people have the power to change
- are willing to hold people accountable when they do not support these principles and behaviours

Our Commitment	How we put this into practice <i>(with examples)</i>	What essential skills we need
<p>Be Exceptional</p> <p>We are experts in our field & proud of having a women-centred approach</p> <p>We are pioneers & leaders, striving to perform & innovate</p>	<ul style="list-style-type: none"> • Offer high challenge and high support to each other, and to our clients • Dedicate and maintain time and resources for learning and development • Women centred organisational structure supported by an equality and diversity group • Recruiting and encouraging those who align with our values 	<ul style="list-style-type: none"> • Lead by example in the sector • Model behaviours with integrity, both inside and outside of work, ensuring that our behaviours match our values at all times • All take responsibility for our own behaviours • Adopt a learning mindset (belief linked to increased performance)
<p><i>Challenge and support each other to be exceptional by being curious about different ways of doing things, thinking beyond our roles, and embracing learning and development in all its forms.</i></p>	<ul style="list-style-type: none"> • Recruit those with lived experience • Create opportunities for staff and service users to be engaged in service and organisational development • Sharing learning and expertise internally and through external relationships • Innovative both in organisational and service development • Encourage ideas/innovation from staff /service users • Align our performance and innovation with our values • Embed and train values in processes eg recruitment practice, supervision • Be an organisation that proactively says ‘yes’ or can find a way to do something 	<ul style="list-style-type: none"> • Believe in each other’s potential • Ask questions to activate learning • Be open to new ideas • Encourage others to think beyond their roles • Encourage divergent thinking • Shape the actions of others through persuasion • Not to be afraid to have discussions and have a pros and cons list on ideas to weigh things up fairly. • Having an enquiring mindset to learn. • Having confidence to ask for things and to address the barriers and challenges faced in the organisation
		<ul style="list-style-type: none"> • Be optimistic and take a positive outlook

	<ul style="list-style-type: none"> • Encourage everyone to sing from the same hymn sheet, • Personal responsibility to take on learning and be innovative, rather than wait to be taught. • Use restorative practice techniques • By reflecting and having the most up-to-date skilled, trained team, accessing training and having structures and mechanisms in place for disseminating the most up-to-date research. • Respecting divergent opinions between colleagues, generate an atmosphere that we can all work together to look to find ways to achieve the suggestions made • Challenging appropriately and respectfully and never accepting detrimental comments or behaviours. • Mentoring and coaching for new staff. • Giving all staff the opportunity to progress in different areas and see all areas of the organisation. Knowing the service inside and out, having opportunities to understand how everybody works and have questions answers around everyone's jobs 	<ul style="list-style-type: none"> • Coaching skills – how to encourage and help people excel
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	<ul style="list-style-type: none">• How to be collaborative and exceptional through working with other teams is how the organisation becomes exceptional• The importance of each part of the service being open and inviting to other staff members• Focus on the wider picture instead of just your own team• always put the client's needs first and look more closely into a behaviour rather than challenging it or "punishing it".• Be open to change and development• Work in a trauma-informed way• work together rather than using one's own agenda and the outcomes that collaborative work can bring for both the client and the organisation, the power of togetherness and working as a team brings far more productivity and to work as a team we have to be both interested and offer time to others• Recognise that everyone is working hard/ the best and be mindful of this when communicating with others• Consider how we communicate with each other, especially by email• Be kind to one another at all times	
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	<ul style="list-style-type: none">• Encourage each other to be the best they can be• Empowering others by valuing and developing talent, initiative and leadership• Collaborate together and support each other to achieve more as a team• Treat each other with dignity and respect, value each and every member of the team• Approach things with passion and enthusiasm• Constant growth and learning – develop professionally by expanding our capabilities through training and educating• Invest in individuals, recognise contributions, and express appreciation• Be open minded to ideas, promote and drive change.	
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Our Commitment	How we put this into practice <i>(with examples)</i>	What essential skills we need
<p>Be Courageous</p> <p>We are honest, inventive & have the integrity to challenge perceptions & practice</p> <p>We are encouraging & empowering of each other to be courageous & brave</p>	<ul style="list-style-type: none"> • Have the courage to speak up and challenge, even if it feels difficult. • Take yourself out of your comfort zone • Challenge external or internal voices that go against the values • Reward those who show courage in speaking up • Encourage people to question • Thank people for asking questions • Don't make assumptions about the response • Don't assume that you know all of the answers • Offer and seek peer support • Perception – recognise when someone else is being brave – for them • Encourage professional curiosity in questioning service delivery – if you think something is wrong, speak up • Share past mistakes and challenges • Ask people what they think. When you reject feedback, explain why • Have a no interruption rule – allow everyone the opportunity to speak up 	<ul style="list-style-type: none"> • Create high psychological safety • Be courageous enough to demonstrate humility and vulnerability when needed • Leave our egos at the door • Leaders model the behaviours • Step into every situation with positive intention and honest reflection. • Create a psychologically safe environment • Be open to challenge • Active listening • Encourage divergent (creative/different/free-flowing) thinking • Model the art of disagreement – give people permission to disagree with you • Avoid shutdown statements • Forbid personal attacks • Avoid spreading criticism, rumours or gossip • Recognise patterns of behaviours • Step out of comfort zone, ask for support or training if needed
<p><i>Be courageous enough to demonstrate humility and vulnerability, and to approach failure with curiosity rather than criticism.</i></p>		

	<ul style="list-style-type: none"> • Approach failure with curiosity rather than criticism • Bravely thinking big – how can our reach be not only local, but national and global. Who can we identify we need to link with to make the biggest impact • Doing things differently, finding creative ways to reach people and make a difference. • Being courageous & getting out of comfort zone & being supported to do that • Not just speaking up, but speaking to share expertise • Being bold & not fearful of failure • Speaking out & challenge things if you don't agree with them, regardless of your position • Challenge negativity, make speaking up a positive experience • Listening to & respecting others opinions & ensuring we have a safe space to put those opinions forward • Being courageous to admit if you are wrong & knowing you'll be supported • Being open to others opinions & being approachable • Ask for feedback & be open to criticism • Organisations can become boring & stagnant if not brave or take risks – makes 	
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	<p>us exciting & innovative & opens up the world a bit more.</p> <ul style="list-style-type: none">• Discussion about looking outside LWA if other orgs are doing things well• Open & frank conversation & space where people can be open & honest• Being given opportunities to do new things outside normal role – e.g. chairing meetings	
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Our Commitment	How we put this into practice <i>(with examples)</i>	What essential skills we need
<p>Be Inclusive</p> <p>We are diverse, welcoming, approachable & inclusive in as employers, service providers & people</p> <p>We promote unity, fairness & respect</p> <p><i>We welcome, accept and include everyone based on inherent worth and value, enabling divergent thinking in an inclusive environment.</i></p>	<ul style="list-style-type: none"> • Accept and include everyone based on inherent worth and value • Create diverse teams • Inclusive recruitment processes • Mirror inclusivity in our policies and procedures, continually refreshed/updated. • Prioritise staff wellbeing, with a range of supporting policies (flexible working) • Managers/leaders have open door policies • Equality, diversity and inclusion group • Training, knowledge, experienced staff • Ambassadors for the organisation • Sharing good news/feedback across the organisation and externally • Exchange information about cultural differences • Opportunities for learning from others and peers. • Reflect diversity in all publications and media • Be mindful of your audience when sharing information – take care to explain at the right level for the person asking • Give employees voice through staff away days 	<ul style="list-style-type: none"> • Be mindful about ourselves – what are we thinking, feeling, doing and saying? • Be aware of not only words and tone but also your own body language and how it influences others • Connect with others to build relationships • Avoid multitasking while talking to others • Practice active listening and observation • Be non-judgemental • Express gratitude and appreciation • Never hide behind title, position or authority • Provide unconscious bias training and regular updates • The role of the new Volunteer & Relief Co-ordinator will hopefully target various groups for volunteering and relief work • Training on inclusion to be included as part of the induction process • A potential workshop for children in refuge about racism & bullying but this would have to be done carefully.

	<ul style="list-style-type: none"> • Annual staff survey and reporting findings to staff • Identify where the gaps are in the diversity of our reach. Concentrate on reaching out to communities and taking the conversation into those communities, rather than waiting for them to come to us. • Celebrate the diversity of the team and the ambassadors and supporters. Shine a light on their achievements. Show others there are people that look like them, sound like them, have similar experiences to them • Consider our messaging on social media and website. Is it accessible? E.g. social media posts are in colours and fonts that are easy to engage with and are inclusive. • Bring an intersectional slant to the feedback we give. E.g. make sure that we have gained the views of culturally diverse women when we are being consulted on issues by external partners. • Give people your full attention, it's important to listen, even if the topic is not important to you • Be nicer to people, show empathy • Don't be judgmental • Be aware of how we speak to people • Look at you own unconscious bias • Don't treat everyone the same 	
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	<ul style="list-style-type: none">• Admit when you are wrong• Treat everyone with respect• Be mindful of other people's cultures• Be inquisitive without being offensive• Smile at people make everyone feel welcome• Inclusivity is about encouraging, engaging and accepting people	
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Our Commitment	How we put this into practice <i>(with examples)</i>	What essential skills we need
<p>Be Inspirational</p> <p>We are proud of our creativity & how we motivate, listen, empower & support each other</p> <p>We are encouraging & lead by example to achieve the best</p> <p><i>We believe that everyone has the potential to be inspirational both in what they do, and the way they do it.</i></p>	<ul style="list-style-type: none"> • Communicate a vision of potential • Embrace divergent thinking and collaboration • Continuously work on building and maintaining trust within the team • Set people up for success. • Help others see their strengths. • Everyone can be inspirational, not just leaders • Recognise positive behaviours and telling people when they have inspired you (Kudos, word cloud) • Create an inspiration board • Share examples of inspirational women and their achievements (International Women’s Day) • Be inclusive in our words and actions • Act towards people how you would like people to act towards you • Inspire others in the way you do things, not just what you do • Nominate people for external recognition • Internal awards based on values – everyone can nominate people; the board can nominate and shortlist • Inspire others with the work we are doing by sharing our successes and laying out ways in which people can easily be inspired to do 	<ul style="list-style-type: none"> • Recognise and celebrate our strengths and skills – what are the unique qualities that we bring? • Seek ways to not just solve problems but make improvements • Manage our emotional responses when being challenged/under stress • Reflection and introspection • Show empathy and respect for other people’s situations • Be observant for and recognise the values being ‘lived’ or actions • Support and recognise the quiet people in the office – find them inspirational for taking quiet time over important pieces of work. • Understand own triggers, recognise our own signs of overwhelm • Adopt techniques to manage stress and resilience • Be aware of our own limitations

	<p>something similar. E.g. calls to action shared with others.</p> <ul style="list-style-type: none"> • Telling stories creatively • Be the best we can be, with kindness and compassion • Employees putting own issues aside, regardless of their own circumstances to help others • Returning to work with a positive attitude after long term sickness • Listen to staff at Away Days • Celebrating recognition through meeting Quality standards • Reflect on the pandemic; what have we learned; which solutions were inspirational, courageous and responsive • Inspire others with the work we are doing by sharing our successes and laying out ways in which people can easily be inspired to do something similar. E.g. calls to action shared with others. • Telling stories creatively • Be the best we can be, with kindness and compassion • Difficulties of reflecting on a personal level • Respond positively to being asked the same questions by different people – be approachable and available for each other 	
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	<ul style="list-style-type: none">• Acknowledge when people are being inspirational – kudos is a good tool, could do with expanding on it• Kind and patient• Experts – recognise our own expertise and specialism• Doing what’s right rather than doing what’s popular• Finding ways to say yes but learning to say no when we need to• Doing well, setting examples• Identifying positive qualities of people• Display inspirational women on the walls• Helping people develop and get appropriate training to do so.	
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Our Commitment	How we put this into practice <i>(with examples)</i>	What we need to be able to do
<p>Be Responsive</p> <p>We are collaborative, aware, compassionate & sensitive</p> <p>We adapt our approach to meet changing needs</p> <p><i>Through our compassionate lens, we find solutions by being responsive, agile and adaptable.</i></p>	<ul style="list-style-type: none"> • Be ready to help, and adopt a coaching approach, supporting others to find solutions themselves and identifying where additional support is required. • Set people up for success. • Help others see their strengths. • Be open to receiving and reflecting on feedback and shifting your own perspective. • Bringing in learning and development for changing needs • Finding new ways of doing things • Respond to feedback • Learning is a collaboration, not a competition • Adapting to adversity during the pandemic to ensure that our services remained operational • Taking action on survey outcomes • Keep asking for feedback to shape the way we deliver our work, and respond to changing need. Implement those ideas and draw upon partners and supporters to do so. • Be on the ball and respond quickly to developments in government, other 	<ul style="list-style-type: none"> • Understand own triggers, recognise our own signs of overwhelm • Adopt techniques to manage stress and resilience • Be aware of our own limitations • Anticipation and preparation, at an individual and organisational level • Be open to receiving and reflecting on feedback and shifting our own perspective • Have courage to try new things • Agility and adaptability • Openness to new ideas and ways of working • Linking into the courageous value – not being ashamed/or worried and be able to ask for help • Helpful of ways to manage stress and levels – Personal Development individually • Researching and insight horizon scanning for new information/opportunities • Encouraging staff to help them to achieve that they can do anything, empowering • Awareness of what’s happening within your team • Creating an environment of good communication and trust

	<p>movements, current news etc, so we are seen as having our finger on the pulse</p> <ul style="list-style-type: none"> • Take ownership of something • Giving people a hand • Helping colleagues, and helping others • Adapting to changing needs • Social media and spiking – externally to help to communicate messages to the community, allowing the public to know how responsive the organisation is towards current initiatives/events • Effective communications, ensure things are passed on and notes up to date, simplifying things so it's easy to understand, particularly with clients. • Collaborative working, relying on each other's expertise, getting to know each other as LWA/LDVS is growing. If you get opportunity to shadow will give more idea of roles. • Share information, particularly for new staff, helping those to share our knowledge and contacts, pathways and routes. • Willingness to try to go the extra mile, but acknowledge that we don't always have to do that, invite other colleagues to help us. • Training, keeping ourselves refreshed and up to date, best practice 	<ul style="list-style-type: none"> • Look for opportunities where we have a place at the table, and can communicate our voices. Invite ourselves to be a part of the decision-making processes or find people who can get us there • Be effective at communicating both internally and externally • We are all busy but must make time to shadow, coach, mentor to upskill others. • Allow people time and space to try new things and encourage each other to go outside of their comfort zone. • Need when there is more stability, need to have a collective response from LWA, what has been amazing about what has changed, what is the good change that has come, then collate the tricky bits.
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	<ul style="list-style-type: none">• Feel free to try new things, be non-judgemental, give feedback/constructive criticism, don't have a go at people for making a mistake. Share with the team, especially when you make a mistake, as everyone does and how can we learn from that.• Responding to different people and change our approach to others.• Capacity to step back and think.• Willingness to respond to new information, refresh ourselves, learning isn't a fixed state• Capacity to change, especially in light of COVID, step back and audit about our own capacity to change. Sometimes people think they are better at change than they are. Unpick this. Develop a culture of being able to say they are fearful of change.• Trust that managers and others will respond positively.	
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